

Golden Economic Region of North America Alberta, Saskatchewan, N W North Dakota, & Montana

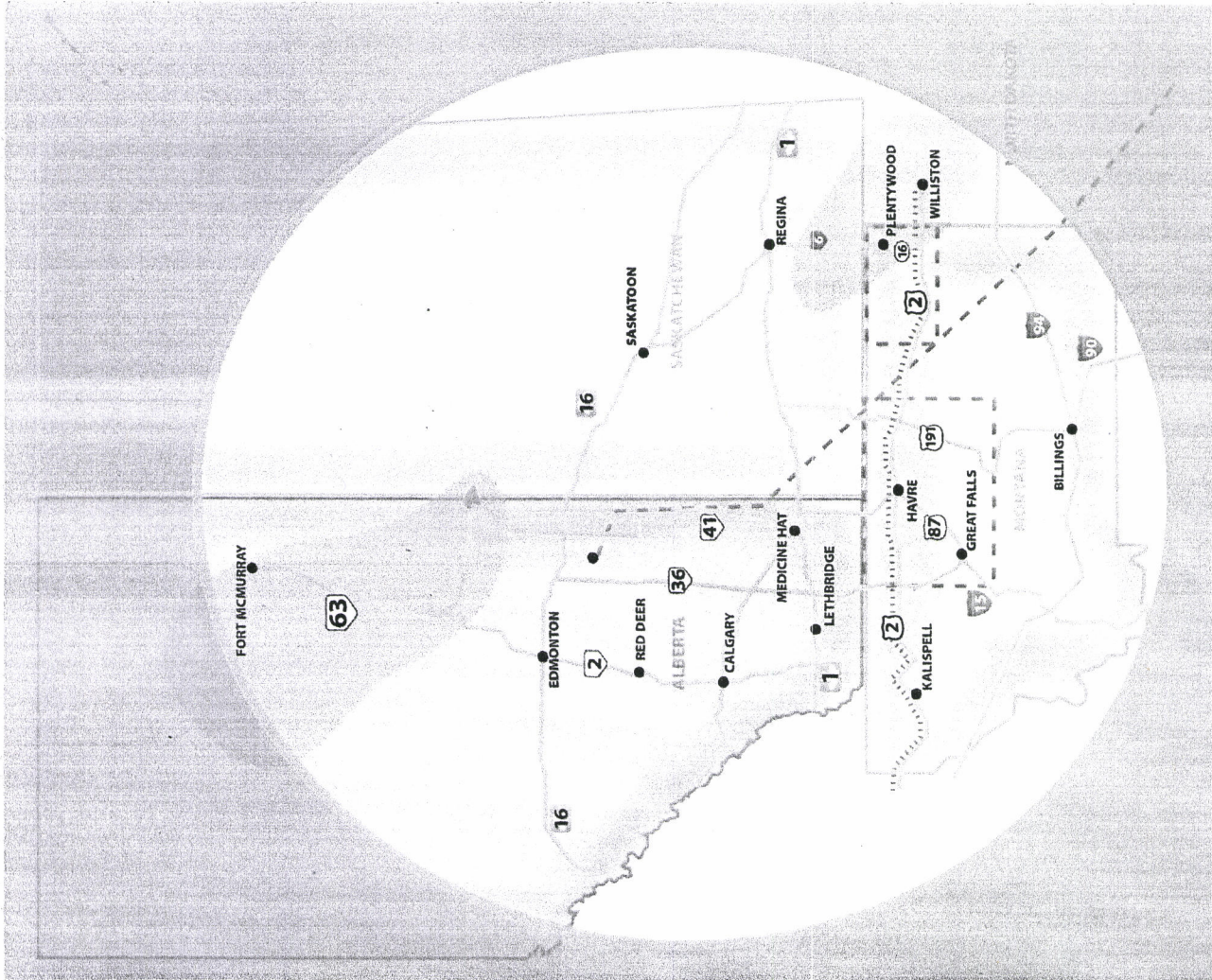


EXHIBIT 3
DATE Feb. 16, 2015
HB 402

4 FOR 2

HIGHWAY 2 ASSOCIATION
www.4for2.org

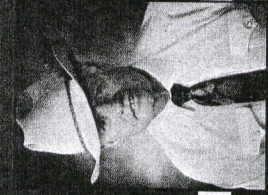
A Highway for the 21st Century

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Bob Sivertsen
President

Golden Economic Region of North America

Alberta, Saskatchewan, N W North Dakota & Montana

GDP - Est \$560 billion

Population Total - Est 6,345,000

The Region has everything that the rest of North America and the world needs and wants.

The Region is Energy - Conventional and Unconventional Oil, Natural Gas, Coal, as well as Renewable Energy – Wind, Solar, Geothermal.

The Region has a Strong, Modern Ag Sector, considered to be one of the Bread Baskets of the World.

The Tourism #'s keep setting records, as yet an unrealized potential for growth.

I would assert, that if the Region will but develop and market its resources, it will be a major player in world markets.

Alberta

GDP \$338,166 bil

Population 4,145,992

GDP per capita \$84,390

Alberta is one of the strongest Economies in North America, and is ranked as having the Friendliest and Best Business Climate in North America.

The Oil Sands, located in the Boreal Forrest, some 270 mi NE of Edmonton.

Oil Sands Production 2.39 million bpd (2014), will increase to 3.8 million bpd in (2022) and is projected to be producing 5.4 million bpd by 2030.

Its estimated that the Oil Sands has 172 billion barrels recoverable oil.

New Production - A total of 423,000 barrels a day of new oil sands capacity is under construction and scheduled to be in operation. (2014) Imperial Oil and Conoco Phillips will bring online about 195,000 barrels a day of new heavy oil production will come on stream (2015)

Gas Reserves @ 33 trillion cubic ft (2013)

Conventional Oil Production in Alberta was estimated at 560,000 bpd in 2012. Its projected that the Investment in Oil Sands by 2038 will be in excess of \$514 billion, some of which will be to purchase equipment and services from the US.

In 25 years, the Oil Sands GDP as it relates to the overall Canadian Economy is estimated to be \$3.4 trillion.

Edmonton w/ Population of 878,000 is Canada's fastest growing city @ 7.8%

Its a vibrant Industrial Center with Oil Refineries & Bitumen Upgraders

It's a major Industrial Center in North America that is located on the Indian Head Highway (Trans Canada # 16) starting at Portage La' Prairie on Trans Canada # 1 just West of Winnipeg, proceeding North Westerly thru Saskatoon, North Battleford, Lloyd Minister and on to Edmonton. From Edmonton it travels West to Prince Rupert on the Pacific Coast.

Edmonton sets at the gateway to the Oil Sands at Fort McMurray, some 270 mi / 434 km to the North, North East.

The City at Ft McMurray is Wood Buffalo, the newest and most modern city in North America with a population that grew from about 18,000 in the late nineties to over 64,000 today. The first High Rise is scheduled to be built in 2015.

Edmonton's International Airport is the largest complex in the world, Land Wise, comprising some 7,000 acres and is the 5th busiest in Canada.

Its located about 20 mi / 60 km South on Hwy # 2 at Leduc, of which used to be as I remember it, just a small farming community, but today Leduc has an Industrial Park and with the Airport, it is one thriving community.

Oh, but if only more Montanan's would travel the Indian Head Hwy (trans Canada # 16) to better understand just how innovative and progressive they really are, boy, what an eye opener.

Calgary is the 2nd fastest growing city at a 6.7% annual growth rate with a population of 1.2 million.

Calgary's Airport, containing 3,600 acres, is Canada's 4th busiest.

Calgary is home to one of the largest concentrations of Energy Co's in North America with some 7,769 Energy related Service Co's that are hdqt'd there.

Medicine Hat

Population – 61,180

Located in SE Ab, 183 mi SE of Calgary & 105 mi E of Lethbridge

Vast Gas Reserves "The Gas City"

The Greenhouse Capital of Canada

Saskatchewan

The Province Ranks among the strongest Economies in North America

GDP \$83,222 billion (2013)

Population 1,129,899 (Oct 2014)

GDP per capita \$75,232

Crude Oil Production 1.73 million bpd (2012) much of it is produced in the Bakken in SE Sk.

The production and export of natural resources and their refined products is the backbone of the Saskatchewan economy. About 95% of all goods produced in the province directly depend on its basic resources (grains, livestock, oil and gas, potash, uranium and wood, and refined products).

Saskatoon, with a population 254,000 (2013) is considered to be the next growth area in Canada. The City is located on the Yellow Head Hwy, Trans Canada # 16, and sets on the South Saskatchewan River, what a beautiful area.

Saskatoon has been nick named "Saskaboom" a once farming community that has become an industrial center.

Just a short distance south of the city, at Dundurn – population 693, Brightenvue International plans to build one of the largest shopping malls in the world.

They know what is coming to that area and is getting ahead of the curve.

Saskatchewan has the largest Uranium Deposits, located in the North of the Province, that exist in the world, so it is with, potash and other minerals.

Regina, with a population of 220,000, is located on the prairies in the central part of the Province, a rich Agricultural Area.

It has 7 Industrial Parks including an Industrial Center with a Port Authority Hub of which has become a major distribution center in Canada, with approximately 85 Trucks leaving the Hub every day.

Regina is of special significance to E Mt as the closest US Trade Rte is on Ca # 6 and Mt # 16. to Culbertson & Hwy # 2.

"The Canadians are Innovative and Futuristic, be it Energy, Agriculture or Manufacturing.

Mt couldn't have better neighbors."

North Dakota -

One of the Strongest Economies in North America and one of the best run states in the US. Fastest growing Economy in US (2014)

ND gets it, they are investing in Infrastructure so as to accommodate a robust and growing economy.

The 2014 Legislature appropriated \$2.2 billion in Hwy upgrades and are poised to appropriate over \$3 billion in this the 2015 Session.

GDP \$49.8 billion in 2013

Population 739,482

GDP per capita 55,000

Oil Production 1.2 million bpd

Bakken & Three Forks Oil Shale

Oil Production @ 1.2 million bpd

Refineries – 1 currently

Agriculture

Manufacturing

Montana

* GDP \$48 billion (2014)

* Population 1.02 million est (2013)

- * GDP per capita \$39,666 (2013)
- * Oil Production approx 82,000 bpd (2014)

Montana Opportunities

"I have not, in my lifetime, seen the opportunities that exist in Montana."

I contend that, "Montana has everything that our neighbors have - Energy, a Modern, Productive Ag Sector and a tremendous potential in Tourism, yet to be realized."

- * Northern Montana sets at the gateway to three of the strongest Economies in North America; Alberta, Saskatchewan and North Dakota
 - * Alberta and Saskatchewan are "Montana's Bright Northern Star."
- I remember so well when Web Brown, Mt Chamber, quipped, as he closed the Economic Summit in Havre last summer, "Look North".
- * Northern Montana is the gateway for Alberta and Saskatchewan exports to the US via Truck. The majority of those exports move in markets on the West Coast or in the Mid to Eastern US. Hwy 2 is one of the major arteries for the movement of those imports from Ab & Sk.
 - * Mt's focus needs to be on EW as well as NS Commerce and Trade.
 - * The Treasure State is the Gateway to Alberta and Saskatchewan for Exports from within the US and Mexico.
 - * Hwy # 2 is the Gateway to the North for Tourism, yet AAA doesn't list the hwy as a travel destination. We have requested the Agency to consider listing the hwy as a travel destination.
 - * Northern Montana an ideal for Energy & Related Co's (some 7,769 Service Co's in Calgary alone) to locate their headquarters or satellite offices. Its important to note that office space rental in Calgary is over \$35.00 a Sq Ft while in Havre approximately \$12 – \$14.00. Some Co's are moving to Sk, however they can't compete with Mt on a cost basis.
 - * Montana's major Industry is Agriculture, the state needs to assess how it can best support the industry by encouraging processing and value added.

- * BNSF is investing billions to upgrade its Railway System, to meet the increasing demand for freight movement in a growing Economy.
 - * BNSF puts a lot of traffic on Hwy 2, another justification of 4 For 2.
 - * BNSF RR and Hwy # 2 are vital to Mt's Economy
 - * Montana is Centrally located in BNSF's Northern Rte and has the potential of becoming a service center for the Rail Road.
- The Company is a consumer of a wide variety of products and services, certainly Montana could fulfill some of those needs, be it Fuel, Manufacturing and / or related Services.
- * Northern Montana has vast Oil Reserves; The Bakken in NE Mt, the Exhaw Bakken in Glacier, Pondera, Teton & Toole Co's
 - * Natural Gas Reserves abound in the Northern Tier of Montana as well as other areas of the state.

As I have stated, Investments in Oil Sands by 2038 are projected to be in excess of \$514 billion, some of which will be used to purchase equipment that's manufactured in Montana and else where in the US.

Currently, there are Co's located in Mt; ADF Mfg and Loenbro Inc in Great Falls, Berry Y&V in Billings and the Assembly Plant in Dupuyer.

- * Montana is strategically located to Manufacture and Deliver Equipment used in Energy Development in Alberta and Saskatchewan at the least cost.
- As well there are US Companies that provide varied services to Energy Development in Canada.

The point being, Montana stands to benefit, to what extent will depend on solely on the states willingness to adapt and take the necessary steps to seize the opportunities.

Montana's Challenge

- * Montana has everything that our neighbors have, Energy, a Modern & Productive Ag Sector and a tremendous potential in Tourism, yet to be realized.

"The only thing that Montana lacks is a Vision and a Can Do Attitude."

- * Mt has to address its less than Competitive Business Climate.
- * Montana must upgrade its Transportation System and Infrastructure in general if its to accommodate a growing economy.
Energy Development and a Modern, Productive Ag Sector requires an Adequate Transportation System, in N Mt (4 For 2).

Tom Donahue, US Chamber of Commerce, Pres. told us at an Economic Conference in Great Falls, July of 2001, "Build your Four Lane Hwy's, Commerce & Trade will grow, People will come and Business will flourish."

- * Since the Oil and Gas Co's paid over \$232 million in Federal and Montana Taxes in 2013, of which approximately \$100 million was Montana's share.
Wouldn't it make sense to reinvest some of that money in the areas from whence it came, of which will in turn generate even more revenue for the state.
- * Keystone XL Pipeline – Montana needs to continue a push for it, however while the Keystone XL works its way thru the process, Refineries and Bitumen Upgraders should be pursued for Northern Montana.
N Mt is closest to the Oil Sands in Alberta, of which the US depends on.
- * Making use of Mt's abundance of Natural Gas in Manufacturing and Electrical Generation that could be used in Irrigation, Green Houses and Processing.
- * Agriculture Value Added
- * Manufacturing and Fabrication Industries to support Energy Development and the Ag Sector.
- * Training Skilled Workers for the Trades

There is so much more that I could share about the Opportunities that abound for Montana in the "Golden Economic Region of North America"

Respectfully Submitted

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Havre Mt

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